

EPHRAIM MOGALE

LOCAL MUNICIPALITY

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EXTRACTS FROM THE MINUTES OF THE 4TH ORDINARY COUNCIL MEETING OF EPHRAIM MOGALE LOCAL MUNICIPALITY HELD ON MONDAY THE 30TH JUNE 2014

FILE/S: 12/1/11/1

OC4/03/2014 SERVICE DELIVERY CHARTER

12/1/11/1

RESOLVED

1. That the Council takes cognizance of circulated report.
2. That the Council approve the circulated Service Delivery Charter.
3. That the Council instruct the Acting Municipal Manager in consultation with Director Corporate Services to implement the decision accordingly.

K.N. KEKANA
SPEAKER

30 JUNE 2014

FINALISATION BY:

Referred to CORPORATE SERVICESby Municipal Manager

.....
N.S. Mashamba
Municipal Manager

.....
01/07/2014
Date Received

PURPOSE

To request the Council to approve the circulated Service Delivery Charter.

BACKGROUND

Ephraim Mogale Local Municipality as a government entity approved its Customer Care Policy during its meeting 3rd Council meeting held on the 30th March 2013 per item C3/03/2012 as part of a process to ensure compliance with the generic service standard and values generally known as Batho Pele Principles.

As part of enhancing accountable administration the Service Delivery Charter has been developed as a document that will guide both officials of the municipality and community members on what can be offered by the municipality and what can be expected by members of the public.

The attached Service Delivery Charter further seek to inculcate a culture of taking a good care of our clients when they visit the Municipality including when they interact with the institution via any form of communication.

It is necessary that as an institution we give serious consideration to the people who are the reason for our existence by complying to principles that empowers the community to hold us accountable.

PROPOSED RECOMMENDATIONS

1. That the Council takes cognizance of circulated report.
2. That the Council approves the circulated Service Delivery Charter.
3. That the Council instruct the Acting Municipal Manager in consultation with Director Corporate Services to implement the decision accordingly.

RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE

1. That the EXCO takes cognizance of circulated report.
2. That the EXCO recommends to Council to approve the circulated Service Delivery Charter.
3. That the EXCO instruct the Acting Municipal Manager in consultation with Director Corporate Services to implement the decision accordingly.

RECOMMEND TO RESOLVE

1. That the Council takes cognizance of circulated report.
2. That the Council approve the circulated Service Delivery Charter.
3. That the Council instruct the Acting Municipal Manager in consultation with Director Corporate Services to implement the decision accordingly.

For Decision



EPHRAIM MOGALE LOCAL MUNICIPALITY SERVICE DELIVERY CHARTER

Our Vision

"Viable and sustainable Municipality that provides quality services and enhance economic growth".

Our Mission Statement

"To involve all sectors of the community in the economic and social development whilst improving service delivery thereby becoming a prominent agricultural, business and mega industrial growth point in Sekhukhune District for the benefit of the residents and province".

Our Values

- Transparency.
- High quality service delivery.
- Accountability.
- Integrity.
- Efficiency.
- Professionalism.
- Commitment.
- Teamwork.
- Communication.

Our Office Hours

- Our offices are opened to community members as follows:

General office hours:

Monday – Friday at 07:30 – 16:30

Cashiers:

Monday – Friday at 08:00 – 15:30

- Electrical staff and Traffic staff are always on stand-by in cases of emergencies contact 013 261 8400 during and after hours.

Our Organizational Structure

To render effective, efficient and quality services to our communities, the Municipality has organised itself into five administrative departments as follows:

- Office of the Municipal Manager
- Corporate Services Department,
- Budget & Treasury Office,
- Infrastructure Department,
- Community Services Department,
- Planning and Economic Development.

Politically, the office of the Municipal Manager accounts to the Executive Committee through the Mayor, while each of the remaining five departments

mentioned above accounts to respective portfolio committees.

We provide the following services:

Office of the Municipal Manager

- The Municipal Manager is the head of administration.
- Provides strategic leadership in the implementation of Integrated Development Plan (IDP).
- Appoint staff for the municipality except for managers appointed in terms section 56 (a) of Municipal Systems Act 2011 (Act 07 of 2011) as amended.
- Maintain staff discipline.
- Provide advice to political office bearers of the municipality.
- Promote sound labour relations and compliance within the municipality.
- Account for all income and expenditure of the municipality
- Perform any other function that may be assigned by the Municipal Council.

Budget & Treasury Office

- Revenue Management.
- Budget and Reporting.
- Expenditure Management.
- Supply Chain and Asset Management.
- Fleet Management.

Planning & Economic Development

- Integrated Development Planning processes.
- Coordinate Local Economic Development programs.
- Town Planning.
- Institutional Performance Management System.

Corporate Services

- Administrative Services.
- Human Resource Management and Development.
- Labour Relations.
- Information & Communication Technology Services (ICT)

Community Development Services

- Library Services
- Waste Management
- Disaster Management
- Traffic and Licensing Services
- Public Safety
- Parks and Cemetery Management
- Culture, Sports and Recreation
- Coordination of HIV /Aids activities.
- Culture, Sports and Recreation

Infrastructure Department

- Provide and coordinate Electricity Services.
- Roads and Storm water.
- Project Management Services.
- Municipal buildings maintenance. (facility maintenance).
- Mechanical Services.

Our Service Contract with the Community we serve

We commit ourselves to be of service to all members of our community within **Ephraim Mogale Local Municipal** area of jurisdiction.

Our Commitment

We commit to respect the rights of community members through the implementation of Batho Pele Principles as follows:

Principle	Service
Consultation	<ul style="list-style-type: none"> - At least twice a year we shall consult with our communities through public participation meetings (IDP & Budget Izimbizos).
	<ul style="list-style-type: none"> - We shall at all times have comments and suggestion boxes at our main and Satellite offices to enable community members to continuously evaluate our services.
	<ul style="list-style-type: none"> - Our consultation methods shall consider the geographical location of citizens, language and living standards
	<ul style="list-style-type: none"> - Results of our consultation shall be made public through our own newsletter and shall be extremely published within council and administration for staff members and councillors to be aware of how our services are perceived.

Courtesy	<ul style="list-style-type: none"> - We shall wear our name tags at all times. - We shall be neatly dressed and well presented at all times. - Community members shall be treated with compassion, courtesy and consideration at all times
Access	<ul style="list-style-type: none"> - All people shall have equal access to the services to which they are entitled. - All our offices shall have proper signage, clean and comfortable. - All our buildings shall be accessible to all people including those who are physically challenged.
Value for Money	<ul style="list-style-type: none"> - We shall provide our communities with cost effective and efficient services at all times.
Openness and Transparency	<ul style="list-style-type: none"> - We shall be transparent on how the municipality functions at all times. - Our IDP and Budget processes shall be open to our communities.

Information	<ul style="list-style-type: none"> - We shall give full, detail and accurate information to our communities through our newsletter, Izimbizos, media, website and annual reports at all times. - We shall at all times where possible use the language the intended audience understands.
Redress	<ul style="list-style-type: none"> - Where we have committed errors, we shall take responsibility, apologize and take corrective measures.
Setting Standards	<ul style="list-style-type: none"> - We shall ensure that we maintain the high level and quality services as enshrined in our service standards

Statement of Service Commitment

We commit to provide services of high quality that are responsive to our community members and uphold the principle of Batho Pele, this is what community members should expect from us:

- Treat community members with courtesy and consideration at all times.
- Telephone calls shall be answered within 5 rings.
- Identify ourselves when answering calls.
- Acknowledge receipt of correspondence within 03 working days.
- Respond to written correspondence within 14 working days.
- When you come to see us, we shall attend you within a reasonable time determined by other work related commitments.
- If a responsible person is not available to assist you, you will be given details of when will he/she be available and where possible

Your obligation as a Community member

You are expected to be courteous, civil, respectful to the dignity and integrity of the officials you interact with. You are expected to utilize services provided by the municipality properly and also pay for them. You are also expected to do the following:

- Provide the municipality with all the information it needs.
- Attend all community, IDP and Budget meetings as scheduled.
- Direct all complaints to the municipality.
- Comply with all the prescribed laws and by-laws governing the municipality.
- Report all fraudulent activities to the municipality.

another official shall be assigned to assist you.

- We aim to deal with your complaint promptly, politely and fairly.
- In the event of us not meeting the set criteria, an explanation shall be given to you.

Your Rights as a Community member

As a community member, you have a right to quality, sustainable, effective and efficient services from the municipality, especially in the following areas:

- We shall treat you with respect.
- You shall receive prompt and effective services.
- You have a right to be treated fair and reasonable.
- You have a right to be treated courteously and considerate at all times.
- You have a right to be provided with clear and accurate information at all times.
- You deserve an apology for any lapse in service delivery.

Our Accountability

We undertake to:

- Monitor our performance against the standards set out in this charter
- Publish performance information on our website, newsletter and annual report.
- Be open to feedback on performance and suggestions.
- Provide explanation when our services do not meet acceptable standards of quality, time-lines and accuracy.
- Formally review the standards set out in this charter annually.

Service Delivery Impact Assessment

We shall endeavour to assess the impact of our services annually and ascertain whether we are achieving our specified objectives, in this regard we shall:

- Evaluate the performance of our staff at all levels from time to time.
- Implement performance management system for each service delivery unit to enhance productivity and effectiveness

- Implement Management System in all departments.
- Appraise the quality of services we render from time to time.

Leadership and Strategic Direction

Managers shall lead by example and shall endeavour to ensure that the vision, mission and values of the municipality are articulated and embraced by all, in this regard:

- All senior managers shall incorporate Batho Pele principles in their performance contracts.
- Middle management and other level of employees shall be punctual and committed to their work.
- Monthly report shall be generated and submitted timeously.
- Managers shall participate actively in the strategic direction of the municipality.
- Exemplary behaviour is expected from all, especially senior managers and middle managers.

Encouraging Innovation and Reward Excellence

Staff commitment, energy and skills shall be harnessed to improve service delivery and the quality of services rendered, in this regard we shall:

- Recognise and reward staff members who show loyalty, commitment, dedication and problem solving.
- Encourage innovation and new ideas to improve systems, processes and procedures.
- Simplify processes and procedures.
- Simplify forms and documents.

Our Service Standards

We undertake to provide services of high quality, in a manner that:

- Ensure all municipal employees wear their name tags.
- Ensure that all municipal officials are presentably dressed.
- Ensure that all complaints raised by community members are treated as confidentially as possible.
- Attend all queries within 10 working days.
- Answer telephone calls within 5 rings.
- Process applications within 30 working days.
- Deal with written queries within 21 working days.
- Pay our creditors within 30 working days.
- Provide services to the best interest of our community members.
- Municipal employees shall be beyond reproach and never be seen as exercising an unfair discrimination against community members we serve

- Whenever any external person walks into any office of the municipality, there shall be a sense of warm welcome and high level of professionalism.
- The municipality shall always strive for a proactive in particular task and not merely react on task at hand.
- Performance information be provided on our website, newsletter and annual report.
- If it happens that the person to assist you is not available, another official shall be assigned to assist you, if not possible your query shall be attended to within 24 hours and recorded messages shall be responded to within 01 working day.
- Contact details of the municipality shall always appear on the website, calendars and newsletter of the municipality.
- The municipality shall always display suggestion boxes for comments, complaints and compliments.
- Where possible our service standards will be made available in official languages predominantly used by members of our community.

- Annual impact survey shall be done in the municipality based on the current service standards

All Managers in the Municipality shall possess the following skills and characters:

- Good Communication Skills.
- Time Management Skills.
- Financial Management Skills.
- Creative and Innovation Skills.
- Diverse Management Skills.
- Conflict Management Skills.
- Exceptional knowledge of the municipality and its structures.
- Computer Literacy.
- Human Resource Management Skills.
- Accessibility and Approachable.

All Employees of the municipality shall maintain the following qualities and attributes:

- Cultural tolerance – valuing diversity.
- Trustfulness .
- Accountability.
- Loyalty.
- Honesty
- Flexibility
- Accessibility
- Fairness
- Friendliness
- Willingness to learn from and teach others
- Impeccable moral behaviour

How Can You Help Us Serve You Better

You can help us by:

- Providing us with accurate and relevant information.
- Treating our staff with courtesy and respect.
- Complying with what is required of you by law.
- Providing us with feedback on our services.

Code of Conduct

Staff members of the municipality shall at all times:

- Loyal execute the lawful policies of the municipality.
- Perform the functions of the office in good faith, diligently, honestly, and in a transparent manner
- Act in the best interest of the municipality in a way that the credibility and the integrity of the municipality are not compromised.
- Act impartially and treat all people, including fellow staff members equally without favour or prejudice.
- Serve the public in an unbiased and impartial manner in order to create public confidence for the municipality.
- Be polite, helpful and treat all community members with respect all the times.
- Provide service of the highest standard to community members at all times
- Do not unfairly discriminate against any community member on account of race, gender and creed.

- Do not abuse your position of responsibility to promote or prejudice the interest of any political party or interest group.
 - Respect and protect every person's dignity and rights as contained in the constitution of the Republic of South Africa.
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Where Can We Be Found

Physical Address

13 Ficus Street
MARBLE HALL
0450

Postal Address

P.O.BOX 111
MARBLE HALL
0450

Contact Details

Tel: 013 261 8400

Fax: 013 261 2985

Satellite Offices:

- Matlerekeng: 013 974 7290
- Leeuwfontein: 013 266 7025
- Elandskraal: 013 268 0006

Website: www.ephraimmogalelm.gov.za

**EPHRAIM MOGALE MUNICIPALITY
INSTRUCTIONS TO MANAGERS**

EXTRACTS FROM THE MINUTES OF THE 3RD COUNCIL MEETING OF EPHRAIM MOGALE LOCAL MUNICIPALITY HELD ON FRIDAY THE 30TH MARCH 2012.

FILES: 12/1/11/1 [10/01/07/01]

Original of this document on file: 12/1/11/1 [10/01/07/01]

FINALISATION BY:

Municipal Manager

Referred to *Corporate Services Manager* **.....by Municipal Manager**

C3/03/2012 CUSTOMER CARE POLICY

12/1/11/1 [10/01/07/01]

RESOLVED

1. That the Council takes cognisance of circulated report.
2. That the Council approves the circulated Customer Care Policy.
3. That the Council instructs the Municipal Manager in consultation with Manager Corporate Services to implement the decision accordingly.

**S. R MONAKEDI
MUNICIPAL MANAGER**

3 April 2012

REGISTRATION OFFICE

Official responsible for the circulation of this document (Please print): Oupa Aphané


.....
Signature

04/04/2012
.....
Date received

EPHRAIM MOGALE LOCAL MUNICIPALITY



CUSTOMER CARE POLICY

DOCUMENT APPROVAL

Responsible Person:	Name	Signature	Date

Date of approval: _____

1. Introduction

- 1.1 Ephraim Mogale Local Municipality is a service-oriented public institution and is committed to ensuring customer service excellence forms an integral part of planning, resourcing and delivery of all Municipal services.
- 1.2 The Customer Care Policy aims to ensure that all sections of the community including those with special needs have equal access to service delivery.
- 1.3 The Customer Care Policy aims to ensure that all Municipal official uphold and commit to the philosophy of Batho Pele.

2. Objectives of the Policy

- 2.1 To provide quality service to all Municipal clients interacting with the institution such as members of the public, service providers, contractors, fellow staff members in other department and other government agencies.
- 2.2 To ensure that customers are provided with the relevant information as and when is needed in an appropriate format.
- 2.3 To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client.
- 2.4 To ensure that customers, both internal and external to the Municipality receive a consistent and fair treatment at all times.
- 2.5 To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers.
- 2.6 To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.

3. Scope of the policy

The policy applies to all Municipal officials, Councillors and Ward Committees members in the service of Ephraim Mogale Local Municipality.

4. Standards and values

- 4.1 The key objective is to ensure consistency and efficiency in customer service provision by:
 - (a) Providing a standard that is simple and user friendly.
 - (b) Providing a documented framework and guidelines.

- (c) Developing performance targets which are reviewed regularly and gather feedback from staff, Councillors, the public and other stakeholders.

4.2 All Municipal employees in all departments shall adhere to the following customer service standards:

- (a) Acknowledge receipt of enquiries within 3 working days and respond within 10 working days. Acknowledge 100% of enquiry done through emails within two (02) working day.
- (b) Acknowledge receipt of formal complaints within three (03) working days and respond within fourteen (14) working days.
- (c) Answer 90% of telephone calls across the council within 15 seconds.
- (d) Provide information about services in Sepedi, English, Afrikaans, or any other languages spoken in South Africa when requested to do so.
- (e) Show empathy when addressing any special needs of clients.
- (f) Ensure, where necessary that all buildings are accessible to people living with disabilities.
- (g) Involve the community in the process of developing and enhancing our services.
- (h) Aim to provide a service that treats people fairly and equitable.
- (i) Project a customer friendly gesture at all times whether you are able to provide the necessary service standards to the client or not.
- (j) adhere to customer friendly offices by declaring office a no eating zone, where proper posters and wall pictures will be hanged.

5. Customer interaction

5.1 Face-to-face contact:

- (a) Customers will be greeted in a polite and courteous manner.
- (b) Staff shall always give their full attention to the customer.
- (c) Where possible, staff shall aim to resolve the customer's enquiry at first contact.

- (d) The Municipality aims to ensure that all customers are catered for and appropriate arrangements are in place and where possible translation facilities shall be offered.
- (e) Staff meeting with customers at the first point of contact shall ensure that adequate information regarding the customer's enquiry is obtained, while ensuring confidentiality especially when dealing with sensitive enquiries in a busy reception area.
- (f) Staff at first point of contact shall give customers the option of seeing specialist members of staff, either in an interview room, or in the open reception area.
- (g) At first contact, staff shall aim to ensure that customers are not left unattended for more than ten (10) minutes in reception or an interview room without providing an update on issues or progress, either directly or via a colleague. If staff is unavailable the customer shall be made aware of the expected waiting time.

5.2 Waiting times:

After initial contact, customers shall be given an indication of how long they can be expected to wait. If waiting time exceed 10 minutes, the receptionist or the secretary to the director must inform the customer.

5.3 Telephone calls:

5.3.1. Staff shall aim to answer telephone calls within 15 seconds or after three (03) rings.

5.3.2. Calls in departments and sections shall be answered with:

- (a) Good morning / afternoon
- (b) Department, name and surname or first name.

5.3.3. However staff in Satellite Offices or external offices shall answer calls with:

- (a) Good morning / afternoon, the facility/site and the person's name.

5.3.4. Staff shall aim, where possible, to resolve the customer's telephone enquiry at first contact.

- 5.3.5. Telephones shall be attended during published open hours. If an official is away from his/her desk, phones should be drawn by the official in the next office and a message shall be taken and given to the appropriate official on his/her return to office. Customers shall not be left with an impression that he/she could not be assisted.
- 5.3.6. In cases where a customer has a hearing impairment, arrangements shall be made to assist him/her in conveying his/her enquiry.
- 5.3.7. The switchboard telephone shall not be used to make calls or receive calls by any person who is not operating the switchboard at a particular time, as that has a potential to disturb incoming calls.
- 5.3.8. If a call is put on 'hold' the customer must be told why this is happening and kept updated if the waiting time is longer than expected.

5.4 Answering machine and voicemail:

- (a) Answering machine and voicemail may be used to ensure that telephone calls are answered.
- (b) Recorded messages from answering machine shall provide customers with an alternative contact number or details.
- (c) Answering machine / voicemail shall give the caller an option to leave a message.
- (d) All work related messages must be responded to as soon as possible, ideally within 24 hours or the next working day if the message is left over a weekend, after hours or a public holiday.
- (e) Municipal officials shall update voicemail each day detailing whether available, on holiday or giving alternative contact details / numbers or forward calls to another number or colleague.

5.5 Written correspondence:

- (a) Incoming written correspondence fax and mail shall be acknowledged within three days and responded to in 10 working days.
- (b) Receipt of an email shall be acknowledged in two (02) working days.

- (c) The presentation and content of any written correspondence must be clear, easy to understand, accurate and include a contact name and number.
- (d) All issues raised by the customer shall be acknowledged and responded to within the correspondence.

5.6 Complaints Procedure:

- (a) Municipal official shall aim to resolve all concerns raised by customers immediately and informally.
- (b) Municipal official shall inform the customer that if the informal resolution is not to his/her satisfaction, a formal complaint may be lodged and explain how to do this.
- (c) Customers should have an acknowledgement of their complaint within three (03) days and a full written reply within fifteen (15) days.
- (d) Heads of departments shall analyze any complaints about the service in their respective directorate and take remedial action so that such problems do not recur.
- (e) The service failures may involve:
 - (i) Unjustified delays.
 - (ii) Failure to follow council policies, rules or procedures.
 - (iii) Failure to provide a service according to Batho Pele principles
 - (iv) Failure to tell people of their rights or entitlements.
 - (v) Providing inaccurate or misleading advice.

5.7 Publications:

5.7.1 The following information shall be available in all Municipal publications:

- (a) Service Standards.
- (b) Progress on projects undertaken by the municipality
- (c) Changes made to services as a result of feedback, complaints or consultation with relevant stakeholders.
- (d) the placing of an HIV /AIDs ribbon on all Municipal correspondence.

5.8 Suggestions and complaints:

- (a) The Municipality encourages customers, partners and staff to make suggestions or complaints through putting such in the suggestion boxes

located at all Municipal offices and through the book located at the reception area, the bank hall in finance, and traffic section.

- (b) Suggestions and complaints shall be acknowledged within 3 working days of receipt to those customers who have given their contact details.
- (d) Suggestions and complaints shall be addressed within seven (07) working days after acknowledgement.
- (e) Where concerns could not be addressed customers should be given valid reasons.

5.9 Customer safety and health:

- (a) All customers visiting Municipal buildings shall be provided with a safe environment.
- (b) The council shall at all times comply with Health and Safety guidelines as espoused in the OHSA No 85 of 1993.

5.10 Staff training and development:

- (a) The Municipality shall ensure that staff receives continuous training to enable them to satisfy customer expectations and keep their skills up to date.

5.11 Staff name badges:

- (a) Where appropriate, Municipal officials shall be neatly dressed to meet members of the public.
- (b) Office bound officials shall at all times wear printed name badges.
- (c) Other categories of staff that interact with customers must at all times wear a name badge that specify their name and designation and signed by the Municipal Manager.

5.12 Buildings and signage:

- (a) Municipal buildings shall be clearly signed internally and externally.
- (b) Reception points shall be attended during opening hours.
- (c) Reception points shall be welcoming clean, tidy and displays on walls should be of high quality
- (d) Reception points shall display clear and accurate opening times.
- (e) Details of services and personnel available shall be displayed clearly in all reception areas.

5.13 Information / Communication:

- (a) Information for the public shall be clear and reviewed regularly.
- (b) Published and stored information shall be accessible to customers with specific needs and in line with the Promotion of Access to Information Act no. 2 of 2000 upon approval by the Municipal Manager.
- (c) Information to the public and other stakeholders should be sent timeously
- (d) Any communication shall be clearly identified as Ephraim Mogale Local Municipality with author, current date and applicable file numbers.
- (c) The Municipality promotes the use of electronic medium to provide customers with information.

5.14 Availability and access:

5.14.1 The Municipality shall ensure that customers have easy access to information such as:

- (a) Opening times.
- (b) Offices and addresses.
- (c) Names of directors, managers, Councillors and Ward committee member and CDWs.
- (d) Facilities / services available.
- (e) Access details.
- (f) Means by which contact can be made.
- (g) After hours contact details.

5.15 Staff conduct, awareness and safety:

- (a) Frontline staff shall arrive on time at work and should never leave their points unattended.
- (b) Municipal official shall be courteous and polite when dealing with customers and expect to be treated in the same way.
- (c) In any case of extended dispute, frontline staff must seek assistance from their immediate supervisor who shall liaise with the immediate manager.
- (d). The Municipality shall ensure that procedures are in place to safeguard staff from both verbal and physical attack by customers.
- (e) Actions shall be taken legal or otherwise where verbal or physical attacks are made against the Municipal officials upon proper investigation.

- (f) Municipal officials shall at all times dress properly and wear their respective name badges for ease of identification by customers.
- (g) Frontline staff shall limit answering cellphones, because assumptions are that cellphones are believed to be private and clients shall have an impression that they are not being attended to.

CERTIFICATE OF ENDORSEMENT:

The Agreement to this Policy shall come into effect on the date of endorsement and shall cease only in the event where such changes/variations has been reduced to writing and been signed by the Accounting Officer. Unless in the event where any changes in any applicable Act, Legislation or Bargaining Council Main Agreement has jurisdiction to supersede.
